

ORGANIZATIONAL CULTURE SURVEY  
for the  
ST CHARLES FIRE DEPARTMENT

Executive Leadership

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An applied research project submitted to the National Fire  
Academy as part of the Executive Fire Officer Program.

January 1998

## **ABSTRACT**

The St. Charles Fire Department is a career department which services a suburban area in the St. Louis metropolitan region. The organization has 80 members including office staff, and operates out of five fire stations with administrative offices located in City Hall. Recent changes in administrative officers as well as an ongoing shift in the focus of service delivery and hiring practices, have changed the face and overall direction of the department.

The purpose of this study was to examine the current organizational climate and to identify areas of concern in an effort to move the organization and its membership in a positive direction. An action research methodology was utilized. A survey instrument, The Employee Opinion Survey by Louis Tagliaferri, Ph. D., was administered to 40 department staff. A computer scoring program then recorded the results and provided a comparative analysis against an established set of public service agency norms. The research questions addressed by this survey were:

1. What is the current organizational climate of our department?
2. What organizational traits are viewed as positive by

staff?

3. What areas of concern can be identified?

A literature review was conducted with information furnished by the Learning Resource Center located at the National Emergency Training Center in Emmitsburg Maryland. The LRC review identified numerous research papers submitted to the National Fire Academy as part of the Executive Fire Officer Program. Fire Departments represented by these studies range in size from small municipalities such as North Port Florida, to larger cities such as San Diego California. The purpose of the literature review was to aide in the selection of a survey instrument, and to gain insight into the experience of other fire departments with regard to organizational culture.

Also included in this study was a final interview with the Fire Chief. The Chief furnished direction after the research questions had been addressed, and he committed the organization to future evaluation on an annual basis. The survey results established the current organizational climate and allowed efforts focused on fostering a positive work environment.

The survey instrument used was, The Employee Opinion Survey by Louis Tagliaferri, Ph.D. The survey measures

employee opinions in 12 organizational development areas which range from cultural diversity and communication to quality focus and empowerment. As a result of this study the department was able to gauge the overall organizational climate as positive. Items identified as areas of concern were: management practices and policy application. In an effort to provide a more uniform application of policies and procedures, the addition of three Battalion Chief positions have been requested in the budget. Regular staff meetings and updates were also initiated along with a renewed commitment to team building.

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## **INTRODUCTION**

The City of St. Charles is contained within the St. Louis metropolitan region. It is a suburban area approximately 25 miles west of St. Louis. St. Charles covers approximately 18 square miles and has a population of 60,000. The organization serves a rapidly expanding residential base along with the recent emergence of large scale business and commercial developments. Commercial developments include a defense contractor (McDonnell Douglas Missile Plant), a major casino gaming development along the Missouri River, a 10,000 seat arena housing minor league hockey and basketball teams, and a 50 million dollar convention center complex.

The St. Charles Fire Department operates five fire stations with a staff of 75 career firefighters and firefighter/medics along with 5 administrative office staff. The Department mission is identified as providing fire, ems, and rescue services. Total annual requests for service are approximately 4800, with ems comprising 70%. Strategic planning activities have examined expanding services to include a medical transfer program which will transport residents to and from area hospitals and nursing homes on non-emergency incidents. Primary focus of the Fire Department has shifted from suppression to providing emergency medical

services and public fire education. This change in emphasis has led to a certain degree of employee turnover which has produced a younger and more diverse membership. In addition to the shift in personnel, two of the four administrative Chief Officers have been replaced due to retirement. These changes in direction have left the department with a unique opportunity to analyze itself and target organizational areas of concern and emphasize organizational strengths. In order to provide this information, a survey instrument was obtained, The Employee Opinion Survey was administered to 3 groups which included, all company officers, office staff, the 15 personnel with the least seniority, and the executive board of Local 757 of the International Association of Firefighters.

This study examines employee identification and commitment to the mission of the St. Charles Fire Department, along with measuring job satisfaction and management performance. Survey results were shared with staff, and measures to address areas of concern were formulated with the various work groups. Areas of major concern among employees were identified as organization practices, management practices teamwork and work performance issues. Comments received also indicated that a renewed emphasis on better communication between all levels would assist in moving the

organization forward.

A descriptive research methodology was utilized to administer the Employee Opinion Survey form and to generate the comparative results. The research questions addressed were:

1. What is the current organizational climate of the St. Charles Fire Department?
2. What organizational traits are viewed as positive by staff?
3. What areas of concern can be identified?

#### **BACKGROUND and SIGNIFICANCE**

The St. Charles Fire Department answered approximately 4800 requests for assistance in 1997. The department operates 3 engine companies, 2 ladder companies, and 2 life support vehicles. The city is a rapidly growing suburban area and 1990 census figures indicate a population of 55,000. Current estimates reflect a population exceeding 60,000 residents.

Fire Department staffing consists of 75 firefighters, medics and officers, as well as 5 administrative office personnel. Primary response activity is ems, with an annual fire loss of less than \$500,000 reported in 1997. The St.



Charles Fire Department began EMS service in the mid 1970's and is not new to the field of fire service based EMS. Medical incidents have always comprised the majority of requests for service. Due to the gradual increase in incidents over the years, hiring practices have evolved to the point where new employees are required to be state licensed paramedics, and to maintain that licensing for a period of 10 years as a condition of employment. This was a change from the past practice of hiring firefighters and then providing the medical training. These hiring practices have led to a shift in the primary focus of the organization since the majority of its members have an EMS background as opposed to strictly fire based.

Another result of this change in hiring has been a more diverse work force. Staff makeup has expanded to include various minority groups, and with the addition of a more diverse work force comes the responsibility to ensure a positive organizational climate. As an organization, we felt that ensuring this climate was a major factor and should receive the focus of our attention. Staff concerns centered on training with regard to these issues. They indicated that the organizational climate was currently positive but felt that management would benefit from formalized training to

effectively deal with issues of cultural diversity.

The administrative staff of the St. Charles Fire Department consists of 4 Chief Officers. Ranks include, the Fire Chief, Deputy Chief, and 2 Assistant Chiefs. The Deputy Chief is in charge of personnel, and one Assistant is the Training Officer while the other serves in the capacity of Fire Marshal. Past rank structures were: Fire Chief and 3 Assistant Chiefs. Within the past year, two of the three Assistant Chiefs with the department retired. At this time a change in rank structure occurred which provided the position of Deputy Chief. This position was filled from the outside by a Fire Chief from another suburban department. He had previously been with the St. Charles FD for a period of 14 years and had left to become Fire Chief of another community in the St. Louis area. The Deputy Chief was well respected within the organization and was seen as being able to have a positive impact on the future development of our department. It was with these future considerations that the position was created and also the remaining position of Assistant Chief was filled. Previously, these Chief Officer positions had been held by personnel with an average of 25 years in grade. Officers with this length of service had joined the organization when the primary focus was suppression and the

makeup of the work force did not contain the diverse groups present today. It was felt within the organization that a change in leadership would provide a positive sense of direction and help shift to prevention and a proactive approach.

The survey instrument administered was, The Employee Opinion Survey by Louis Tagliaferri, Ph.D. The EOS was purchased through Talico Incorporated, 2320 South Third Street #5, Jacksonville Beach Florida 32250 (phone #904-241-4388). The literature review identified The Campbell Organizational Survey as the most widely used instrument, but due to cost considerations other surveys were examined. This study was not funded by the Fire Department and in efforts to control costs, advice was requested from National Fire Academy Staff in order to locate additional surveys. The recommendation of NFA staff was the Corporate Culture Survey. The address listed for this instrument was not current and attempts to contact the company failed. At this point a decision was made to go with The Employee Opinion Survey, which was recommended by the City Office of Personnel. Due to the private purchase of this study, the survey was administered to a limited number (40 employees) which included 3 distinct work groups; company officers, the 15 least senior personnel, and the executive

board of the union.

Assessing organizational culture is the topic of Unit 7 in the Executive Leadership Course at the National Fire Academy. In this course, students examined their organizational culture by using the Campbell Organizational Survey. As a participant in this program I completed the Campbell survey and the results indicated similar areas of concern as did The Employee Opinion Survey. Issues of work performance centering on evaluation and feedback received the lowest scores in both survey instruments. The course text (National Fire Academy, 1996) defines culture "as a set of important assumptions that members of a community share in common." It also indicates that culture comes from two sources, beliefs and values. Organizational culture can be developed and molded to adapt to the work environment. One approach which the text addresses is the structure of the organization. We are attempting to restructure our department with the addition of Battalion Chiefs to more effectively deal with the issues of management and organizational practices.

## LITERATURE REVIEW

A literature review was conducted on the topic of organizational culture at the National Fire Academy's Learning Resource Center. The intent of the review was to identify an appropriate survey instrument and to gain insight into the cultural assessment of other fire service agencies. The survey instrument originally chosen came from the course text for Executive Leadership at the National Fire Academy. Unfortunately attempts to obtain the Campbell Organizational Survey were unsuccessful. Cost considerations led to distributing the survey to a limited number of employees and administering a less expensive study. The bibliography from the LRC identified numerous research papers submitted as part of the Executive Fire Officer Program. They range from an historical account of department culture provided by Chief Kaskey of the North Port Florida Fire Department to The Survey of Organizations-2000 developed by Rensis Likert Associates, Inc. Other researchers chose to develop their own sets of questions.

Battalion Chief T. David Harlow research indicated that he chose The Survey of Organizations in order "to establish the validity and reliability of the survey instrument" (Harlow, 1994). In administering a recognized survey

instrument the results obtained would more readily supported from within our department. Factors of cost and availability led to the author's choice of The Employee Opinion Survey which had been recommended by City staff.

Fire Marshal Stephen Pischke of the West Adams County Fire Department in Colorado indicated in his applied research project that "leadership and culture are subjects that are closely related" (Pischke, 1993). Strong leadership sets the tone for the development of the organizational culture. Pischke quotes Field Marshal Lord Montgomery that "one of the first duties of a military leader is to create what I call atmosphere" (Pischke, 1993).

In recognizing the effect of leadership on the development of culture it became necessary to obtain commitment from the Chief of our department to the evaluation of our organizational culture. An interview was conducted with the Fire Chief to present the results of this study. Future commitment was made to fund and administer a culture survey on an ongoing basis.

## **PROCEDURES**

The Employee Opinion Survey consists of 48 questions which measure employee perceptions in 12 organization areas. The 12 areas are: communication, teamwork, management practices, total quality focus, pay and benefits, work performance, empowerment, organization practices, supervisory

practices, work conditions, the job itself, and cultural diversity. A copy of the survey is provided in Appendix A. Due to the cost of the survey and the accompanying scoring software, the instrument was given to 40 members of the Fire Department. Staff was divided into three work group classifications: company officers, the 15 least senior personnel, and the executive board of Local 757 of The International Association of Firefighters. It was felt that these three groups provided a good overall representation of the organization.

An effort was made to administer the survey at the conclusion of a staff meeting. Interruptions forced the author to distribute the instrument individually and allow the members to turn the survey in at a later date. This approach led to delays and to not receiving the total number of instruments back from staff. A recommendation would be to assemble the work groups when they are not subject to call, administer the survey, and collect the results. This would allow for the timely return of all the necessary data.

After the data was collected it was entered into the scoring software provided by Talico Corporation. This software generates a comparison of the results with other public service agencies that have completed the survey. A list of



potential sites within district 2 was developed by the technical committee. Additional sites were supplied by fire department administration. Run summaries were then generated from all proposed locations. Results indicated an inability to substantially improve overall average response times due to numerous overlapping areas of coverage with the surrounding districts.

The results of the Employee Opinion Survey were then shared with the organization and discussions were held with the administrative officers in order to formulate an action plan. A final interview was conducted with the Fire Chief, Edward Underwood, in order to outline the proposals to address the concerns expressed by the survey. The Chief approved the action plan which consisted of a request for the additional staff positions of Battalion Chief, forwarding information on the upcoming employee appraisal system, as well as a renewed commitment to team building in the setting of goals and objectives. Ongoing efforts to foster communication include regular staff meetings and the departmental update. The survey also generated a commitment to administer an instrument which evaluates the organizational culture of the St. Charles Fire Department on an annual basis and to use the information to assist in targeting personnel policies and the concerns of

staff. Limitations experienced in the administration of The Employee Opinion Survey were the costs involved, the number of surveys administered (goal would be to issue to entire department), and the commitment of administration to the process of ongoing assessment and evaluation. A total of 40 surveys were issued to staff and 31 were returned. Actual survey administration should take place when the questionnaire can be completed and returned without interruption and delay. Overall results should be viewed in the context of the current organizational climate, which would include any agendas by the varying demographic groups receiving attention or support at the time of the assessment. An example would be a negative opinion of the promotional process and the lack of advancement opportunities, immediately following a promotional exam.

## **RESULTS**

Completed survey responses were entered into a computer scoring program. The survey is a questionnaire with a 5-point Likert type response scale. It also includes an open ended comment section. Comments received in some cases conflicted with the actual scoring. Most comments centered on communication within the department while the area identified

with the most negative scoring was work performance.

The data is then compared against a national norm. Dr. Tagliaferri states, "the national data base is derived from an analysis of survey responses by over 250,000 employees." A copy of the norm comparisons (all respondents) is included in Appendix B. There are two sets of norms provided: industrial and service. The service group was used for the purposes of this study and it includes governmental organizations.

The highest level of employee satisfaction was identified as working conditions. This area produced a score of 83 (overall) which was 24 points above the national norm. Items in this category include health and safety concerns. Also receiving a high score was the pay and benefits section. Scores in this area were 14 points over the established national norm. Other positive organizational traits identified were in the areas of supervisory practices and in the job itself.

The highest negative opinions centered on work performance. This area dealt with employee feedback. Since our department does not currently use an appraisal system, this was an expected result. Efforts are currently under way to adopt an evaluation system which will then be tied to future pay increases. Work performance received a score of 43

which is 27 points below the national norm. Cultural diversity issues received a 62 which is 14 points below the norm. Other areas associated with a negative employee perception were teamwork and organizational practices.

## **DISCUSSION**

The findings of this study support positive employee perceptions in the areas of working conditions and pay and benefits. A salary survey method for granting pay increases has been in place for a number of years and has been widely accepted by the members of the organization. In order to address safety and health concerns, the department has a safety committee which represents all levels of the organization and they work together to develop and implement safety policies and procedures. They also serve as a review board for work related accidents and injuries.

As previously mentioned the organization does not currently evaluate its personnel (other than those on probationary status). Performance appraisals were suspended due to general inconsistencies among evaluators. The appraisals being used were applied City wide and did not relate well to the Fire Department. Probationary employees are evaluated on a regular basis. The negative comments received in this area were generated by the company officer demographic group. An appraisal system is being developed but is expected to meet with opposition. The addition of the Battalion Chief positions would provide more direct supervision of company officers and enable a more reliable and consistent avenue for feedback. Currently the Deputy Chief handles all personnel matters and finds that the majority of time is spent with ongoing manpower (staffing ) concerns.

Another organizational characteristic which was identified negatively was the promotion of qualified candidates. This was viewed in the partial context of a recent promotional opportunity in which two promotions were made from a list of 31 qualified applicants. There are currently few promotional opportunities within the St. Charles Fire Department. In an effort to motivate staff, other avenues are examined to provide opportunities to excel. Much of the work

of the department is handled through committees such as the medic crew chiefs, the public education committee and the arson team. The promotional process used was a consensus method chosen between employee union representatives and management. The promotional process is in a constant state of development and improves with each opportunity.

The results of this survey were viewed within the context of the current organizational climate of the St. Charles Fire Department. Improvement has been targeted for the areas of employee feedback and organizational practices. The addition of the Battalion Chief positions will not only serve to provide consistent application of policies and more direct employee feedback, the promotional opportunities will motivate personnel to achieve and expand their abilities along with improving the organization.

Copies of the survey and results in Appendix A & B were furnished with the permission of Dr. Louis Tagliaferri.

## **RECOMMENDATIONS**

Areas of concern identified by the Employee Opinion Survey were: work performance issues and the consistent application of departmental policy. Comments also requested

more input from all levels of the organization in policy and budget matters. These comments came from the company officer group and there still exists a difference of opinion between levels of the organization regarding the appropriate level of input. Currently the administrative officers provide departmental direction while the goals and objectives are addressed with input from all staff.

In evaluating the consistent application of departmental policy there is a definite breakdown of administration and enforcement. This appears at the company level, and basically we find the three work shifts operate independently with a varying sense of priority and commitment. Personnel rules governing matters of discipline and of general operations are administered consistently, but at the company level the shifts tend to operate on their own. In order to better address day to day supervisory roles, the administration of the department has for the second consecutive year, requested the addition of 3 Battalion Chief positions. Currently the organization does not have Duty Chiefs and the administrative officers rotate call to cover after hours incidents and operational concerns.

Work performance issues were identified as a focus of concern for the members of the organization and it was targeted as an area for improvement. A shift in policy by City

administration regarding merit pay had been proposed, and intent is for future pay raises to be tied to employee performance. In preparation for this change, the City is currently developing a performance appraisal system. This system will provide the employee with feedback but there will be definite concern over the appraisal system adopted and its relevance to the Fire Department. I would expect the merit pay issue to replace some of the concern over employee feedback. It is anticipated that employee work groups will strongly oppose the adoption of a merit system.

Also, the Fire Chief has re-instituted quarterly staff meetings with all members of the department in an effort to foster better communication. The Deputy Chief, in conjunction with the quarterly staff meetings, prepares a departmental update which is circulated prior the meetings. The purpose of the update is to identify current suppression, ems, and public education and prevention activities, the status of goals and objectives, and it serves to dispel any rumors or concerns which have been circulating within the department.

Departmental communication has become a priority for the organization and the survey indicated an overall positive view of communication within the department. It is our goal to continue the improvements made in this area. Enhanced communication unifies our efforts in providing the best



service possible to our community.

## References

National Fire Academy. (1996). Executive Leadership. (Student Manual). Emmitsburg, MD: National Fire Academy.

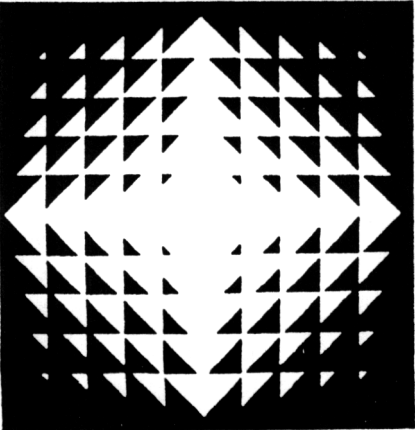
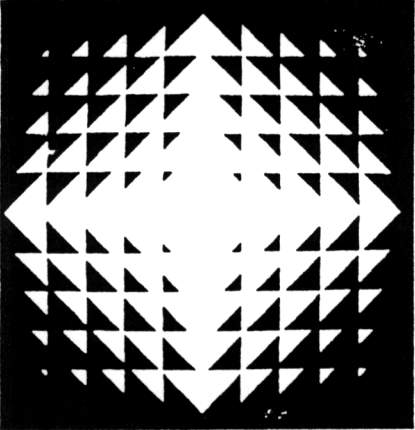
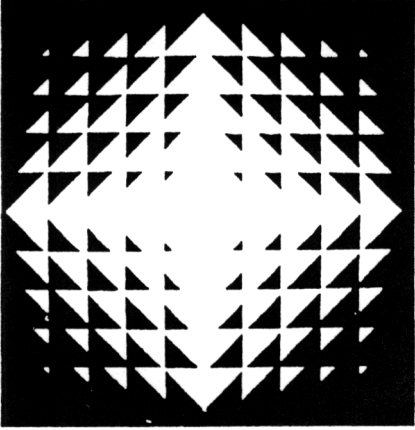
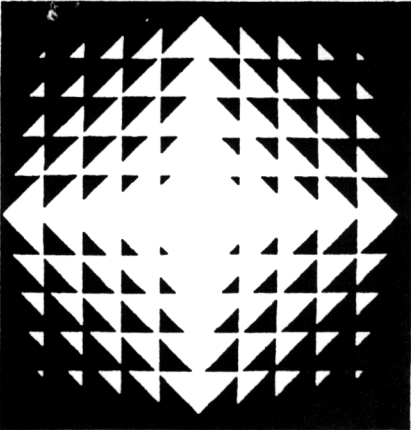
Kaskey, Paul. (1992). The Forever Changing Organizational Culture. (Executive Leadership Research Paper). Emmitsburg, MD: National Fire Academy.

Harlow, T.David. (1994). Defining the Organizational Culture of the Fairborn Fire Department. (Executive Leadership Research Paper). Emmitsburg, MD: National Fire Academy.

Pischke, Steven J. (1993). Culture and the Relationship to Leadership and Management in Organizations. (Executive Leadership Research Paper). Emmitsburg, MD: National Fire Academy.

## **Appendix A**

### THE EMPLOYEE OPINION SURVEY



Respondent Booklet

# **EMPLOYEE OPINION SURVEY**

by Louis Tagliaferri, Ph. D.

GP-901

DATE:

ORGANIZATION:

WORK GROUP:

S

CODE:

 **Talico**  
INCORPORATED

# EMPLOYEE OPINION SURVEY

## Instructions

Your opinions about your job, the policies and practices of management, work conditions and other job related matters are important to the success of this organization. We would like you to participate in this survey and speak candidly about these issues. Your responses will be completely anonymous.

Read each of the statements in this questionnaire carefully. Decide the extent to which you agree with each statement as it applies to conditions in this organization. Then, to the right of each statement, check (✓) the box that most accurately expresses your opinion or feelings. A section in which you can make additional comments will be found on the back of this questionnaire.

	Strongly Agree	Somewhat Agree	Neither Agree nor Disagree	Somewhat Disagree	Strongly Disagree
Communication from management is frank and honest.	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Employees are free to speak up and say what they think.	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. I get all of the information that I need to do my job properly.	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. My supervisor is an accurate, reliable source of information.	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. There is a lot of teamwork between management and the employees.	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
6. Members of management work together effectively as a team.	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
There is a lot of teamwork among the employees in my work group.	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. A major focus in this organization is on work team development.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>
9. Management conducts the business of this organization effectively.	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
0. Management is responsive to employees' needs and concerns.	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
1. Management has been successful developing a productive work force.	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
2. Most of the individual managers are effective in their jobs.	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
3. Quality standards have been established for all of our products/services.	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Management is fully committed to achieving total quality performance.	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
5. Our finished products/services fully meet our customers' requirements.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. We are continuously seeking ways to improve our products and services.	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. I am paid fairly compared with the pay that I could get elsewhere for similar work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>

		Strongly Agree	Somewhat Agree	Neither Agree nor Disagree	Somewhat Disagree	Strongly Disagree
8.	I am paid fairly compared with the pay that others in this organization get for doing similar work.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9.	I have a good understanding about the employee benefit plan.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10.	The employee benefit plan meets my needs.	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11.	I understand what the performance standards are for my job.	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	I understand how well I am meeting the performance standards for my job.	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Employees are usually recognized for good work performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>
	The job environment motivates me to perform at my very best.	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
	Management wants to know about my ideas and suggestions.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Management encourages employees to be innovative and creative.	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
	I am involved in making decisions that effect my work.	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
	I have reasonable opportunities to try my own ideas on the job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	I understand the policies, procedures and work rules of this organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Policies, procedures and work rules are administered fairly.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>
	I understand the goals and objectives of this organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>
	Most employees are committed to achieve organizational goals.	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
	My supervisor is an effective problem solver.	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
	My supervisor is an effective coach and trainer.	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12.	My supervisor is willing to listen to my problems or complaints.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	My supervisor treats all employees fairly and uniformly.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13.	The health and safety conditions in my work unit are good.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14.	Management promptly responds to any health or safety problems.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

PLEASE CONTINUE ON THE BACK COVER

		Strongly Agree	Somewhat Agree	Neither Agree nor Disagree	Somewhat Disagree	Strongly Disagree
39.	I have the equipment/material that I need to do my job properly.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
40.	The work conditions in my area promote high productivity.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
41.	My job is interesting.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
42.	My job makes good use of my skills and abilities.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
43.	There are good opportunities to learn new skills in this organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
44.	Qualified employees are given fair consideration for advancement.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
45.	Employees of all cultures are made to feel welcome.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
46.	Managers and supervisors are skilled at handling any intercultural relations issues that may arise.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
47.	There are seldom incidents of intercultural misunderstandings.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
48.	Management is sensitive to the needs and concerns of women, minorities and other employees of different cultural backgrounds.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### COMMENTS AND SUGGESTIONS

Please use this section and/or additional paper to suggest what we can do to improve the work environment in this organization.

## Appendix B

### SURVEY ITEM/DIMENSION







```

[ORGANIZATION] CHANGE IN SET-UP/REPORT SETTINGS
EMPLOYEE OPINION SURVEY REPORT
[DATE] CHANGE IN SET-UP/REPORT SETTINGS
DEMOGRAPHIC: ALL RESPONDENTS                                RESPONDENTS: 31
SURVEY ITEM/DIMENSION
° POSITIVE RESPONSE
° NATL ° ORG ° UNIT
° NORM ° NORM ° NORM

```

	EMPOWERMENT	59	63	63	
25	Management wants to know about my ideas and suggestions.	62	58	58	
26	Management encourages employees to be innovative and creative.	55	42	42	*
27	I am involved in making decisions that affect my work.	53	74	74	
28	I have reasonable opportunities to try my own ideas on the job.	65	77	77	
	ORGANIZATION PRACTICES	71	62	62	
29	I understand the policies, procedures and work rules of this organization.	74	81	81	
30	Policies, procedures and work rules are administered fairly.	65	58	58	
31	I understand the goals and objectives of this organization.	70	55	55	*
32	Most employees are committed to achieve organizational goals.	73	55	55	*
	SUPERVISORY PRACTICES	67	73	73	
33	My supervisor is an effective problem solver.	64	77	77	
34	My supervisor is an effective coach and trainer.	58	65	65	
35	My supervisor is willing to listen to my problems or complaints.	78	77	77	
36	My supervisor treats all employees fairly and uniformly.	66	71	71	





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#####f
x      [ORGANIZATION] CHANGE IN SET-UP/REPORT SETTINGS      x
x      LOWEST SCORES - BY VARIANCE FROM NATIONAL NORM      x
x      [DATE] CHANGE IN SET-UP/REPORT SETTINGS      x
x DEMOGRAPHIC: ALL RESPONDENTS                                RESPONDENTS: 31 x
#####;
x      ° POSITIVE RESPONSE      x
x NO. ° SURVEY ITEM/DIMENSION ° NATL°ORG °UNIT° +/- x
x      ° NORM°NORM°NORM° VAR x
#####y

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ITEMS/INDIVIDUAL ISSUES  
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22	I understand how well I am meeting the performance standards for my job.	77	39	39	
21	I understand what the performance standards are for my job.	87	55	55	
24	The job environment motivates me to perform at my very best.	64	39	39	
44	Qualified employees are given fair consideration for advancement.	70	45	45	
	I get all of the information that I need to do my job properly.	72	48	48	
13	Quality standards have been established for all of our products/services.	66	42	42	-24
5	There is a lot of teamwork between management and the employees.	65	42	42	
46	Managers and supervisors are skilled at handling intercultural relations issues	72	52	52	-20
14	Management is fully committed to achieving total quality performance.	71	52	52	-19
11	Management has been successful developing a productive work force.	70	52	52	-18
32	Most employees are committed to achieve organizational goals.	73	55	55	-18
31	I understand the goals and objectives of this organization.	70	55	55	

DIMENSIONS/GROUPS OF ISSUES  
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WORK PERFORMANCE	70	43	43	-27
CULTURAL DIVERSITY	76	62	62	-14
TEAMWORK	64	51	51	-13
ORGANIZATION PRACTICES	71	62	62	-9